



City of Seattle
Department of Executive Administration

July 9, 2010

To: Jean Godden, Chair
Finance and Budget Committee

From: Fred Podesta, Acting Director
Department of Finance and Administrative Services (FFD/DEA)

Subject: Department of Finance and Administrative Services Presentation on the 2010 Race and Social Justice Initiative Work Plans

In June, Mayor McGinn transmitted a proposed Bill for the Council's consideration that, upon approval, would create a new Department of Finance and Administrative Services (FAS) by merging the former Fleets and Facilities Department, Department of Executive Administration, Customer Service Bureau, and with parts of the Department of Finance. All four of the organizations that comprise FAS have actively participated in Race and Social Justice Initiative (RSJI) activities over the years, and we are excited about merging our resources, programs, and ideas to support RSJI under the umbrella of the new department.

Anticipating the formation of the new organizational structure for FAS, we incorporated the Race and Social Justice Initiative in numerous decision-making processes. For example, we utilized the RSJI filter and the Racial Equity Toolkit when making policy, program, and budget decisions as part of the mid-year budget cut process and in submitting our Budget Issue Papers for 2011. FAS Senior Staff attended an all-day retreat where we discussed issues of importance to the new department, one of which was supporting RSJI. With that in mind, we formed a preliminary RSJI Change Team whose members developed a robust charter and ambitious work plan, both of which are attached for your review. Efforts to recruit additional members to the Team are currently underway.

FAS is a multi-cultural, functionally diverse department that serves many within City government as well as the public at large. Following are some examples of our staff's recent RSJI-related accomplishments:

- **Support of Women and Minority-Owned Businesses (WMBEs):** RSJI played a major role in supporting Women and Minority-owned businesses (WMBEs) in 2009. For example, FAS' Business Technology and Purchasing Divisions redesigned the City's Vendor Registration Systems and overhauled the Inweb to allow City employees to easily search for minority-owned firms when seeking products or services. FAS' Purchasing and Contracting Services outreach efforts resulted in an impressive increase in WMBE Blanket Contracts from 51 in 2004 to 237 today, with 15.65% of the City's entire blanket contract spending going to WMBE firms. An extensive outreach effort by FAS staff to City departments resulted in \$34 million in City purchasing dollars directed to WMBEs in 2009, a remarkable \$23 million increase when compared to just five or six years ago. FAS' Contracting Services Division was proud to accept an award for the years of support its staff has provided to the Turner School of Construction Management, which is designed to enhance the technical, administrative and managerial skills of WMBE and disadvantaged businesses. Earlier in 2010, FAS drafted, and is now helping to implement, Mayor McGinn's Executive Order for Outreach to Women and Minority Businesses. Later this year, we will host an advisory team of community participants, City managers and City minority outreach coordinators to discuss effective new strategies for implementing the Executive Order.

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- **Customer Outreach - Translation and Interpretation Services:** Facilities Services staff translated information regarding Seattle's fire levy projects into numerous languages to ensure that city residents who don't speak English can be made aware of new fire stations and public safety facilities planned for their neighborhoods. Staff in the Office of Constituent Affairs (formerly the Customer Services Bureau) have worked hard to disseminate into numerous languages information about many City programs and services. The Office makes regular use of the language line to assist those who speak "first tier" languages (Spanish, Vietnamese, Cantonese, Mandarin, Somali, Tagalog, and Korean) as well as Seattle's "second tier" languages (Cambodian, Amharic, Oromo, Tigrinya, Laotian, Thai, and Russian) to get the services they require. Finally, the Seattle Animal Shelter embarked on a spay/neuter, adoption, and reporting animal abuse campaign, placing posters in Chinese, Spanish, and Vietnamese on Metro buses.
- **Public Works Apprenticeship Program:** As of March 2010, FAS' Contracting Services Division reported City public works construction projects had a 14.02% apprenticeship utilization rate, with 40.85% of those hours going to minority apprentices.
- **Assistance to Seattle's Immigrant Communities:** Staff from FAS' Revenue and Consumer Affairs Division held 24 public meetings to obtain public input regarding Seattle's taxicab industry. Approximately 90 percent of the industry's Seattle-area taxicab drivers are immigrants, with majority being people of color from Africa and India. By changing requirements for written leases, written receipts, lease caps, and the prohibition against charges outside taxi lease agreements, FAS staff was able to provide protections against exploitive lease practices for these immigrant drivers. Another taxi-related effort relates to FAS' plan to issue 30 new city-only Wheelchair Accessible Taxicab (WAT) licenses in 2010. In a lottery that was already held, 28 out of the 30 new licenses were awarded to first-generation immigrants to the United States.
- **FAS Employees and RSJI Activities:** In 2009, members of FAS' management team attended RSJI training and, in 2010, received training from SOCR on using the Racial Equity toolkit in budgeting. Additionally, we recently formed a committee to establish FAS' RSJI Change Team that completed a draft charter and 2010 RSJI Work Plan, which I have attached for your review. We hope to recruit Change Team members who will serve a minimum of a two-year term to ensure continuity and who will actively promote RSJI activities throughout the department. Like all departments, FAS faces myriad challenges due to financial constraints resulting from the local and national economies. We are committed to paying close attention to RSJI-related issues when making difficult budget decisions, as well as when determining how best to dedicate limited resources.

I appreciate your time and welcome any suggestions you may have as to how we might further support the City's Race and Social Justice Initiative.

cc: FAS Change Team Committee
FAS Senior Staff
SOCR – Julie Nelson, Glenn Harris

**Attachment 1: Race and Social Justice Work Plan
For the Period January 1 to December 31, 2010**

Department:
FAS

Director:
Fred Podesta

Date of
Update: **06/01/10**

| Desired Outcome(s) | Key Action(s) | Measure(s), Target(s) and Lead Staff | Due Date(s) Month/Year | Action(s) Completed? | Result(s) |
|--|--|--|------------------------|----------------------|-----------|
| Goal 1: End racial disparities within the City as an organization | | | | | |
| Workforce equity <ul style="list-style-type: none"> The Department's work force diversity reflects the diversity of Seattle's working age population Opportunities for upward mobility for workers in low wage occupations are increased Employees have equal access to employment opportunities and information, career counseling services, skill-building programs, and training. | <p>Implement strategies to address workforce equity, including increasing representation in occupational groups where some racial groups are under-represented.</p> <p>Monitor workforce demographics – race, job categories, sex, years of service, etc. Review HRIS EEO reports and compare workforce data against community workforce availability data. Report findings to Department Director.</p> <p>Perform targeted recruiting when specific categories are considered underrepresented.</p> <p>Advertise job opportunities in community and minority publications, encourage “word of mouth” recruiting and use other methods to increase minority applicant pools.</p> | <p>Lead- FAS HR</p> <p>The department's workforce should closely reflect workforce availability demographics as defined by City Personnel.</p> <p>Applicant pools are diverse and closely reflect workforce availability demographics as defined by City Personnel.</p> | Qtrly | | |

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| <ul style="list-style-type: none"> Department leadership is accountable for implementation of RSJI work plans. | <p>Assess the effectiveness of recruiting methods; evaluate applicant demographics and determine how candidates became aware of job vacancies in FAS; uncover any trends and adjust recruiting methods accordingly.</p> <p>Place special emphasis on increasing minority candidacy pools and advancing recruiting efforts for under-represented positions.</p> | | | | |
| | <p>Implement upward mobility strategies for employees in low-wage occupations, with a focus on admin and/or laborers.</p> <p>Provide career-counseling services, training opportunities and skill building programs to employees. Solicit training opportunities to targeted audiences.</p> <p>Analyze retirement projections and workforce equity issues for FAS and develop recommendations. Imbed RSJ efforts as a part of</p> | <p>Lead – FAS HR</p> <p>Evaluate the demographics of training program participants. Participants attending training should reflect the diversity of our workforce</p> | Qtrly | | |

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| | <p>succession planning for the organization.</p> <p>Provide equal access to Apprenticeship Program opportunities in FAS. Disseminate job ads to various ethnic community groups, technical colleges and other special interest groups.</p> | | | | |
| | <p>Use new out-of-class rules and best practices as a part of the department's out-of-class assignments. Change Teams and/or management will evaluate their department's use of the new rules and best practices.</p> | <p>Lead – FAS HR</p> <p>Provide training to management team on the new ooc rules and best practices.</p> <p>Implement new ooc best practices.</p> | | | |
| <p>Contracting equity</p> <ul style="list-style-type: none"> WMBE contracting activity is increased. FAS continues to | <p>Ensure equitable access by WMBE firms to compete for purchasing and consulting contracts.</p> | <p>Lead – Purchasing/Contracting</p> <p>Complete annual outreach plan.</p> <p>Establish 2010 targets for purchasing and consulting; report progress each quarter.</p> | | | |

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| be inclusive of underrepresented business communities. | Improve internal processes to help City employees make better contracting and purchasing decisions with respect to the City's contracting equity goals. | Lead – Purchasing / Contracting Work with the Consultant Contracting Advisory Group to revise the Standard Operating Procedures to require WMBE Outreach Plans to be submitted with the Consultant's proposals. [This is already required for Public Works contracts estimated at \$300K or more.] Provide departments with monthly active construction reports of payments made to WMBE vendors. Final implementation of City processes as a result of the Socially Responsible Purchasing and Contracting Initiative. Provide contractors on-line access to view their public works projects, allowing them to submit monthly subcontractor payments, view payments to WMBEs, view WMBE utilization goals, etc. This allows contractors the opportunity to be proactively involved in their WMBE utilization for each of their projects. | Q4 – Mid to end of October | | |
| Capacity Building | Change Teams implement baseline | Lead – FAS Change Team | June | | |

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| City employee knowledge and tools <ul style="list-style-type: none"> City employees have the understanding, skills and tools needed to eliminate institutionalized racism and work towards racial equity. Initiative has consistent Citywide visibility and employees have a greater understanding of the scope and depth of the Initiative. Change Team recommendations are implemented in order to achieve RSJI goals and objectives. Department | standards for success, including development and implementation of a Change Team charter, and lead and/or provide support for key RSJI activities. | Review and edit charter. Implement charter procedures. | | | |
| | Provide appropriate training to all employees to ensure attainment of RSJI core competencies. | Lead – FAS HR 'Race – The Power of An Illusion' - video and discussion (2010-2011) 'Making Whiteness Visible' – video and discussion (2010-2011) RSJI expanded introduction – training and discussion (2010-2011) | October TBD | | |
| | Provide training to departmental directors, managers and supervisors who have not yet completed the management training series, and provide ongoing skill development opportunities for other directors, managers, supervisors and Change Teams. | Lead – FAS HR Change Agent Basic Training | TBD | | |
| | Establish annual accountability agreements between director and senior management and between senior management and next level down inclusive of at least one RSJI priority. | Lead – FAS Director's Office RSJI component in each accountability agreement. | June | | |

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| managers and leaders are committed to eliminating institutional racism. | Provide optional learning and participation opportunities for all employees to increase awareness, understanding and to strengthen skills of employees. | Lead – FAS Change Team, Workplace Subcommittee Provide up to five engagement opportunities. | Annually | | |
| Goal 2: Strengthen the way the City provides services and engages with the community | | | | | |
| Outreach and public engagement <ul style="list-style-type: none"> Public engagement activities are more intentionally inclusive and culturally appropriate. Communities' cultural assets and knowledge are better utilized, and participation by people of color increases. All boards and commissions reflect the diversity of Seattle's communities. FAS's public engagement activities are intentionally | Develop communication plans and include public outreach efforts for large capital program and real estate services and projects. Examples include, but are not limited to, the following key actions (Christina Faine): <ul style="list-style-type: none"> Use IOPE toolkit, survey geographic census data to determine community demographics, and plan accordingly. Translate information and provide interpreter services based on need. Develop outreach methods that are not meeting centric, specific to the communities served. Hold community informational and follow-up meetings, Q&A forums | Lead – Capital Development and Construction Management Lead – Director's Office – Other Programs Assess feedback received from participants, general public, community groups, and residents. Participation at FAS-sponsored events is reflective of our diverse communities. Population replying and/or responding to specific mailings represent the diverse opinions of the communities served Consider multi-cultural and diverse perspectives when making business decisions to ensure that services are meaningful and relevant to our constituents. Use the Racial Equity Toolkit when | Qtrly | | |

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| <ul style="list-style-type: none"> inclusive and culturally appropriate. Citizens of the community are informed of the department's activities involving building projects, the sale and disposition of City surplus property, and capital projects that directly affect the community. Community concerns regarding department activities are acknowledged and considered when making business decisions. Business lines, programs, services and activities are culturally accessible and appropriate. | <ul style="list-style-type: none"> and/or convening public focus groups. Partner with other departments, stakeholders and community organizations. Communicate community forum agendas, informational sessions, opportunities to purchase City surplus property, project status, etc. through community newspapers and agencies, mailings, other publications, etc. | making program and policy decisions. | | | |
| | Track, recruit and facilitate the appointment of racially diverse board members, commissioners and advisory group members. | Lead – Director's Office Ongoing as needed. | Qtrly | | |

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| RSJI best practices criteria <ul style="list-style-type: none"> Staff increases familiarity with a racial equity framework through practice and application of tools. A systematic racial equity review of City programs, policies, practices and procedures is established. | Identify key programs or policies and evaluate using the Racial Equity Toolkit. | Lead – FAS Change Team FAS programs are identified and scheduled for review. FAS programs are reviewed using the Racial Equity Toolkit. | Qtrly | | |
| | Results and recommendations from the Analysis will be used in conjunction with RSJI best practices to develop improvements. | Improvements needed are documented, solutions identified and implemented. | Ongoing | | |
| Immigrant and Refugee (I&R) Action Plan: <ul style="list-style-type: none"> Improve customer service with I&R I&R will experience improved knowledge of, and access to, City services and funding. City will support community-based organizations serving I&R to | Implement the Immigrant and Refugee Action Plan (select departmental appropriate actions) <ul style="list-style-type: none"> Improve access to services and information (includes implementation of the translation and interpretation policy) Protect civil rights Promote civic engagement Encourage work force and economic development Strengthen service delivery | Lead – Office of Constituent Affairs Anticipate and prepare for materials, and possible public events, that will require translation and interpretation services. On a quarterly basis, via the FAS Director's Accountability Agreement with the mayor, report major projects and events and the type and effectiveness of translation and interpretation services provided. Share information on Translation and Interpretation Policy issues | As needed | | |

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| assure effective service delivery | | <p>with FAS's RSJI Change Team. This will be reported to the Seattle Office for Civil Rights (SOCR) as required.</p> <p>Review/renew Translation and Interpretation Blanket Contracts and establish an additional non-emergency sign language (ESL) contract via piggy back of the Washington State contract.</p> <p>Consider the Translation and Interpretation Policy in all business process improvement- and customer service-related projects.</p> | | | |
| Goal 3: Eliminate race-based disparities in our communities | | | | | |
| Community race-based disparities <ul style="list-style-type: none"> Institutional barriers to racial equity within the City are identified and analyzed. | Designate staff to participate in relevant interdepartmental teams convened to address racial disparities | Lead – Contracting Services AD Hoc activities | As needed | | |
| | Analyze departmental barriers and opportunities for the given racial disparity. | | | | |
| | Work with SOCR and the Race and | | | | |

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| <ul style="list-style-type: none"> City, community and public and private institutions work together to address race-based disparities that impact our communities. | Social Justice Roundtable to develop action plans to affect community conditions and measures to track improvements. | | | | |